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October 13th, 1950

Lieutenant General W. Bedell Smith,  
Central Intelligence Agency,  
Washington 25, D. C.

Dear Bedell:

Your question today, concerning  suggests as I indicated to you the matter of organizing an Evaluation Group. It seems to me that the Group itself be men of experience and imagination and constructive intellects. It might include a scholar, a strategist, familiar with the uses and capabilities of the different services - a scientist with knowledge and experience in current inventions, and two to three broad guaged men of affairs.

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A working committee familiar with the skills of research and analysis could collate the information for submission to the Board itself. Final evaluation should be the responsibility of the Board. To impose that duty on the analysts is like a cashier being his own auditor.

All this suggests again the importance to you of setting up an R & A Branch. That should be the intellectual base of the organization. Such a concept, together with the putting under one tent the various essential functions of Secret Intelligence and Operations, place intelligence on a different plane.

The fact that your organization must be set for a long pull prompts the suggesting that in reforming your R & A Branch you might wish to consider the following points:

1. That certain outstanding older and representative economists, scientists and linguistic and other specialists could be placed on a consultative basis; and

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2. That your day to day working echelon could well be organized and run by the younger groups in the 40-year bracket. The interplay of the older with the fresher minds should help you a lot in your day to day operations as well as in your evaluation and other studies.

I have been making inquiries throughout the country as to desirable prospects for you. As reports come in, I will send them to you.

Sincerely yours,

*Bill*

October 5th, 1950

MEMORANDUM FOR GENERAL W. BEDELL SMITH

I am sure you will find it necessary to establish a Planning Board which should have cognizance of overall intelligence projects as well as sabotage, maritime units and the use of operational groups and of black propaganda. It should have no other function. Its recommendations should go to you for approval or disapproval.

For example, it could canvass the situation in Germany, recommend policies to be followed, draft a specific and concrete program to execute these policies, suggest an administrative organization, both in Washington and in the field, to carry out the project. To illustrate, I will send you separately a form used by O.S.S. which may be helpful.

As I told you some weeks ago, Allen Dulles would be excellent as Chairman of the Board. You will want, of course, the best qualified Army, Navy, Air Force and State Department personnel as members of the Board, not as representing those departments but because of their knowledge of those departments and because of the confidence such agencies had in their character and ability. The remainder of the Board should consist of men of broad knowledge and experience as well as a practical understanding of the way these projects must be carried out.

*Bill Donovan*  
William J. Donovan